



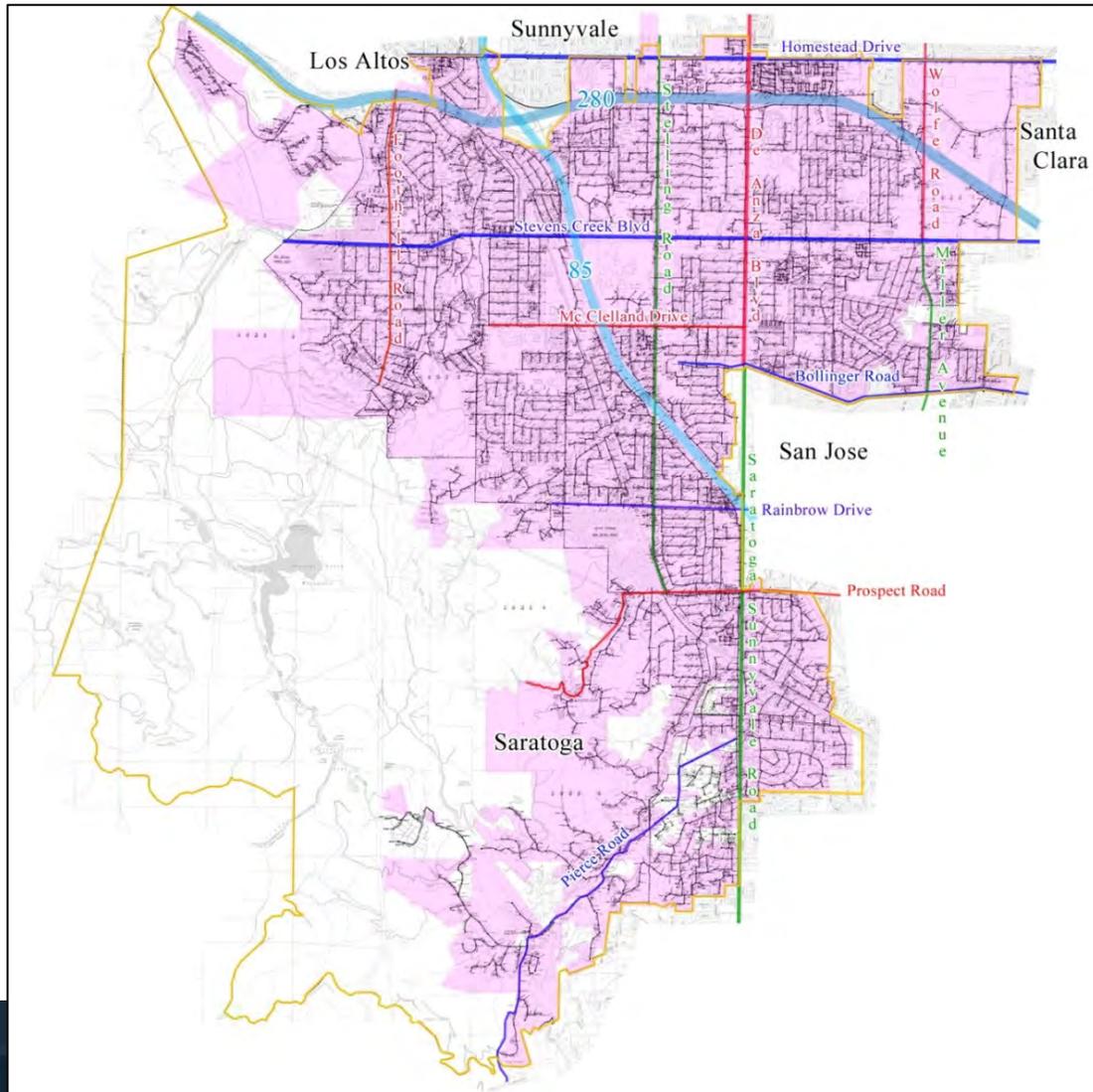
05.19.2021

**PUBLIC HEARING TO CONSIDER
SANITARY SEWER SERVICES RATE
INCREASE FOR
FISCAL YEAR 2021-2022**



Presented by: Benjamin Porter, P.E.

CUPERTINO SANITARY DISTRICT

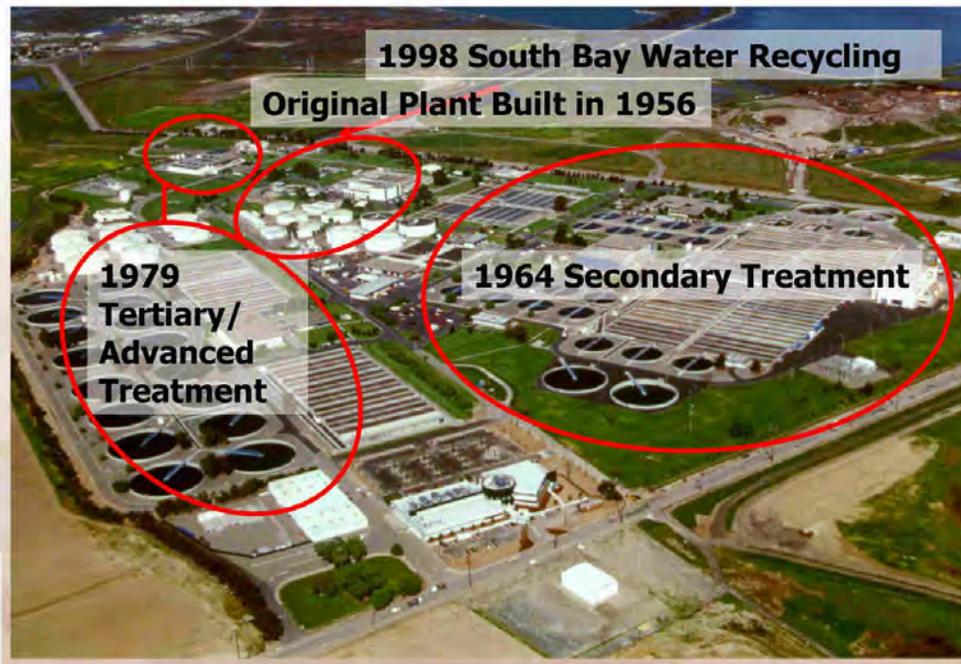


- District was established on April 30, 1956.
- District encompasses 12.7 square miles (20,750 residential and 1,540 commercial customers).
- District owns, operates and maintains over 200 miles of sewer mains, 100 miles of lower laterals and 17 pump stations.
- Current average annual flow is 4.5 MGD; 4.0 MGD utilizes the City of Santa Clara Interceptor and 0.5 MGD uses the City of San Jose interceptor system.
- District owns 7.875 MGD capacity rights at the San Jose-Santa Clara Regional Treatment Plant



SAN JOSE-SANTA CLARA REGIONAL TREATMENT FACILITY IMPROVEMENTS

Past Planning Efforts



- The plant was constructed in 1956 and upgraded in 1964 and 1979. Water recycling facilities were introduced in 1998.
- 2013: The City of San Jose adopted the Plant Master Plan (PMP) with a cost of \$1.4 Billion over next 10 years
- 2016: Tributary agencies entered mediation with San Jose on existing agreement
- March 23, 2018: The Tributary Agencies filed a complaint against the Cities of San Jose and Santa Clara



COST BREAKDOWN OF 10-YEAR CAPITAL IMPROVEMENTS FOR THE TREATMENT PLANT – FY 2021 THROUGH 2031

Tributary Discharger	%	Cost Share of \$984,713,000
City of San Jose	66.18%	651,642,660
City of Santa Clara	15.95%	157,030,042
City of Milpitas	6.90%	67,955,407
West Valley Sanitation District	6.24%	61,412,319
Cupertino Sanitary District	4.01%	39,492,008
County Sanitation District 2-3	0.51%	5,015,296
Burbank Sanitary District	0.22%	2,165,268



TIMELINE

- **2013:** Requested that San Jose provide a new agreement to cover PMP.
- **2014 and 2015:** San Jose and Tributary Agencies worked on implementation of the PMP with a financing program and a new agreement.
- **Aug 2015:** San Jose determined that the long-term bond financing was not a feasible option.
- **Oct 2015:** CuSD submitted a new agreement with redlined changes to San Jose.
- **Nov 2015:** San Jose provided their response to our revisions of the agreement.

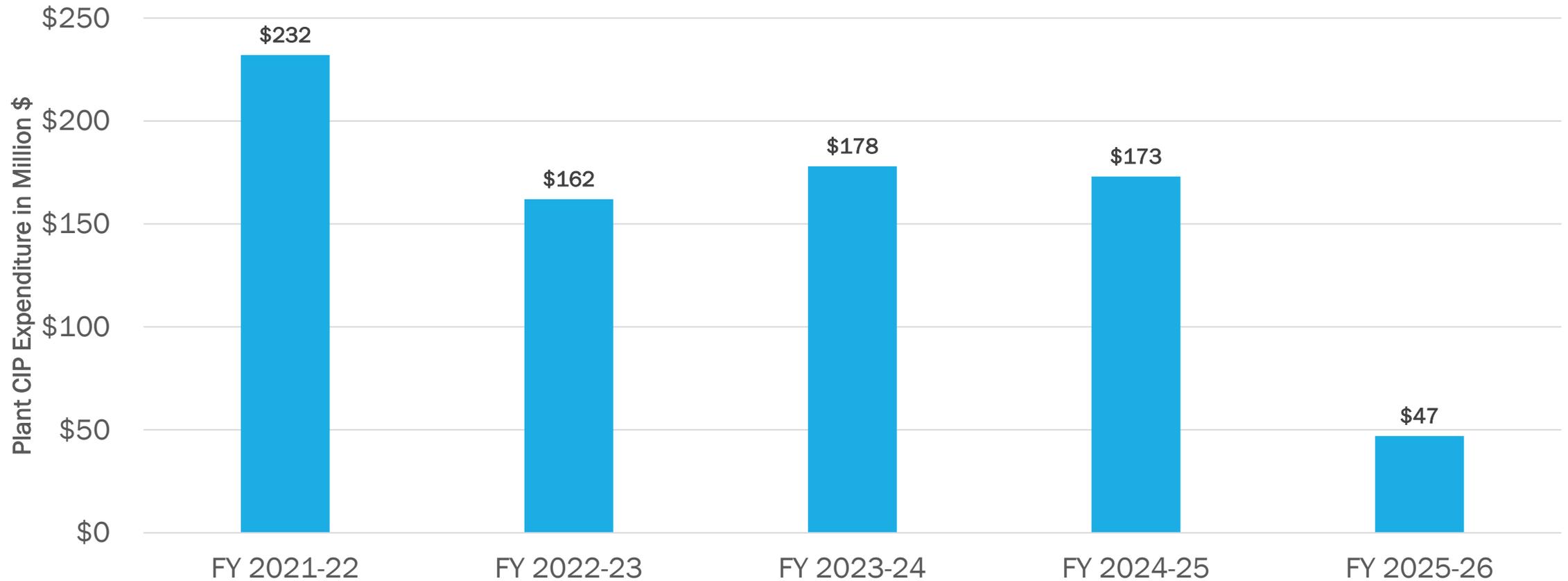


TIMELINE CONTINUED...

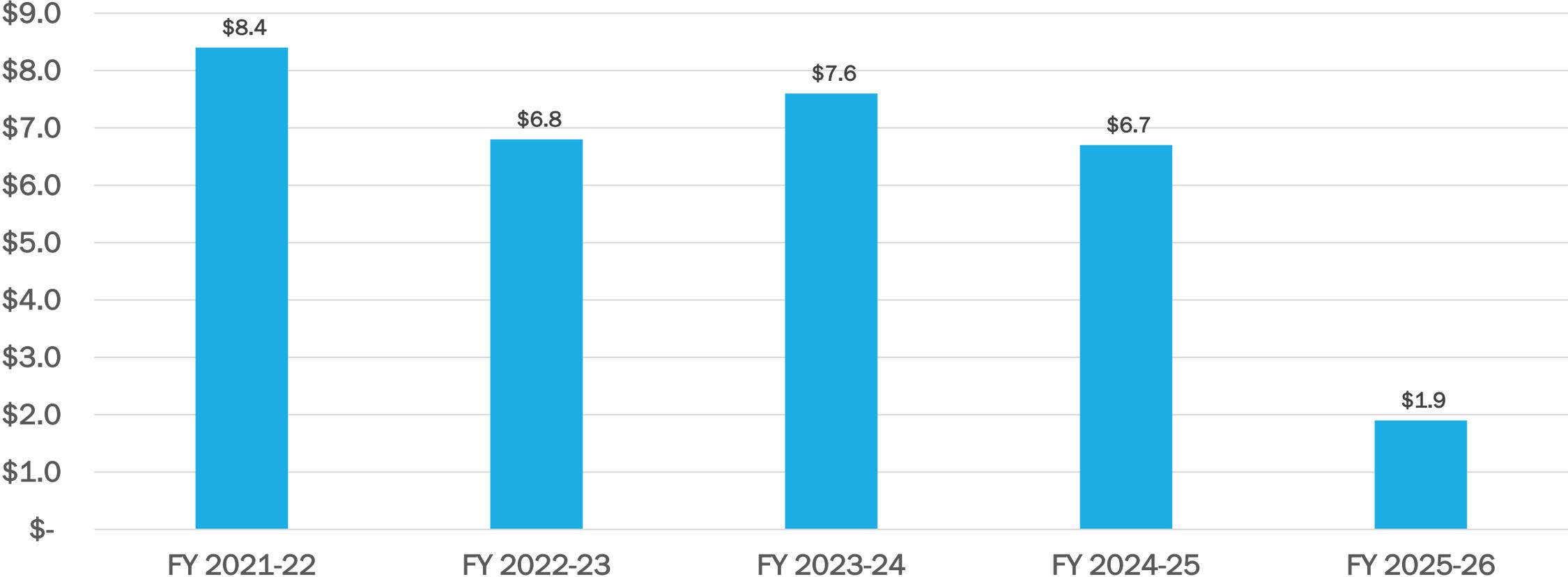
- **Jan 2016:** Tributary agencies filed formal grievance with City of San Jose TPAC
- **Jan 2016-May 2017:** Mediation to resolve issues followed by administrative claim
- **February 2017 - March 2017:** Construction phase was initiated for Fiber Optic Connection, Digester Gas Compressor Upgrade, and Emergency Diesel Generators
- **March 2018:** Formal complaint filed
- **Current:** Litigation is ongoing



PLANT CIP EXPENDITURE PLAN (IN MILLION DOLLARS)



CUSD SHARE OF TREATMENT PLANT COST (IN MILLION DOLLARS)



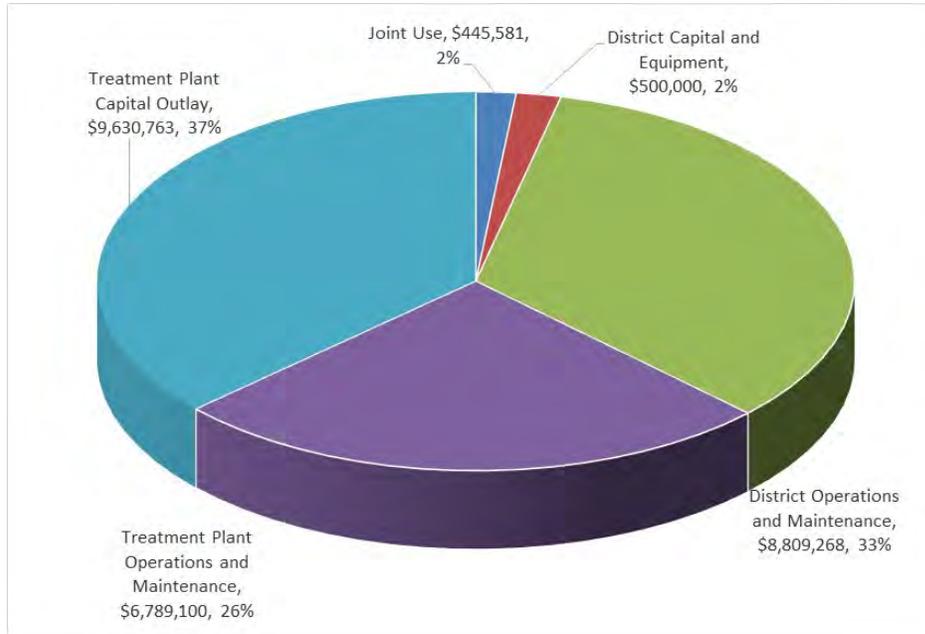
CUPERTINO PLANNED CIP

Year	Planned CIP (\$Million)
2021-2022	2.43
2022-2023	2.43
2023-2024	2.43
2024-2025	2.43
2025-2026	2.43
2026-2027	2.43
2027-2028	2.43
2028-2029	2.43
2029-2030	2.43

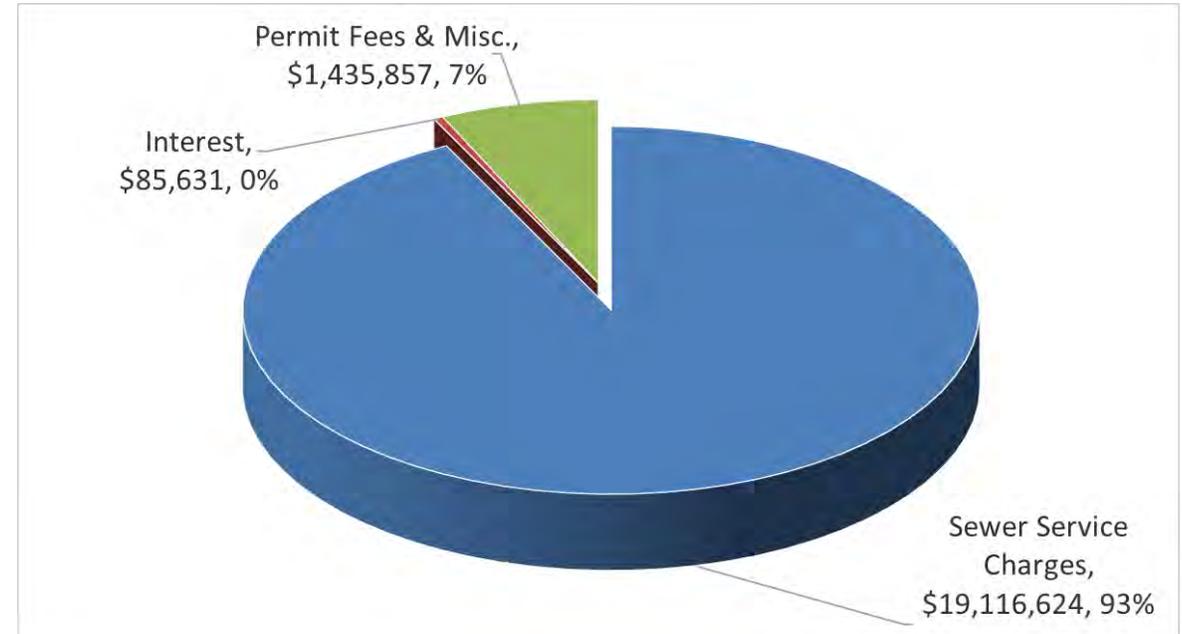


EXPENSES FOR DISTRICT'S OPERATIONS FY 2021-22

Expenses for District's Operations FY 2021-22



Revenue for District's Operations FY 2021-22



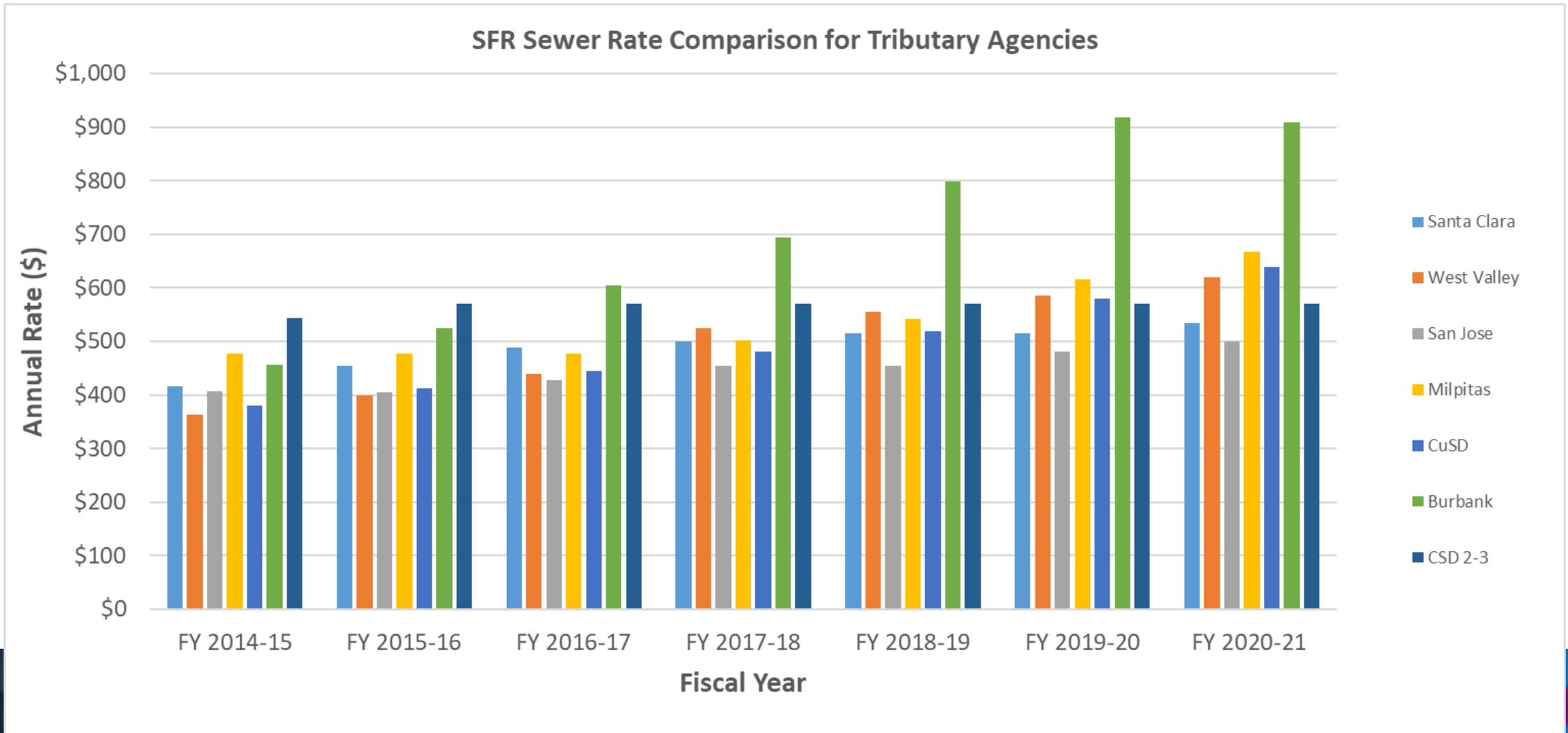
Key Facts

Treatment Plant/Outfall = 65%
District Expense = 35%

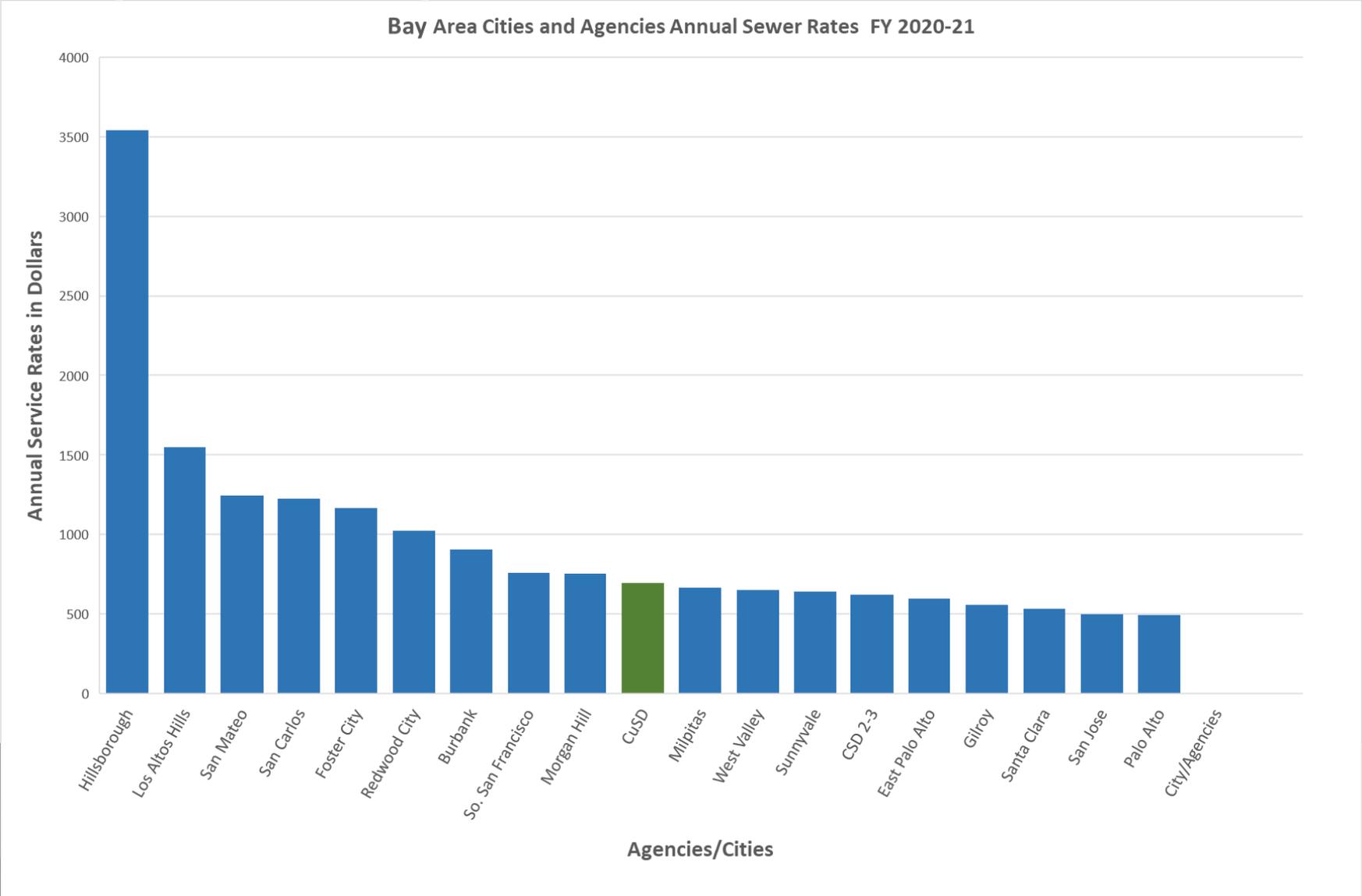
Total Revenue \$20,638,111
Total Expenses \$22,449,001



SINGLE FAMILY SEWER RATE COMPARISON FOR 7 AGENCIES DISCHARGING TO SJ-SC REGIONAL WASTE FACILITY



SINGLE FAMILY RESIDENTIAL ANNUAL WASTEWATER CHARGE (BAY AREA)



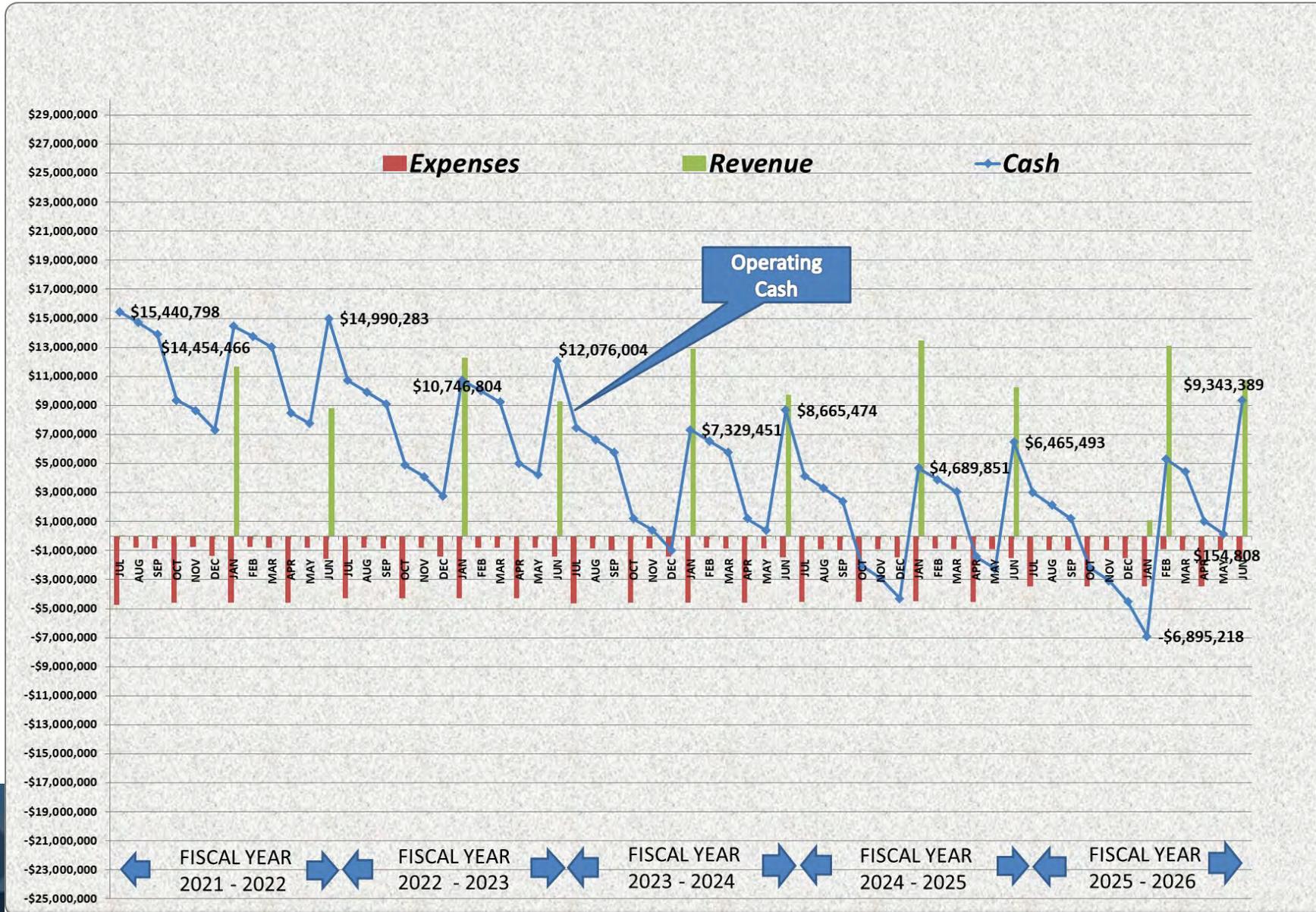
RATE INCREASE STUDY

Rate Increase Study - Cupertino Sanitary District Sewer Service Charges with 5% Revenue Increase For Five Years

	2020-21	2021-22	2022-2023	2023-2024	2024-2025	2025-2026
Rates (Single Residential) in Non Pump Station Zone	\$638.86	\$665.24	\$698.50	\$733.43	\$770.10	\$808.60
Rates (Single Residential) in Pump Station Zone	\$638.86	\$731.40	\$767.97	\$806.37	\$846.69	\$889.02
Rates (Multi-Family) in Non Pump Station Zone	\$638.86	\$512.36	\$537.98	\$564.88	\$593.12	\$622.78
Rates (Multi-Family) in Non Pump Station Zone	\$638.86	\$562.64	\$590.77	\$620.31	\$651.33	\$683.89
Rates (ADU) in Non Pump Station Zone	\$638.86	\$497.57	\$522.45	\$548.57	\$576.00	\$604.80
Rates (ADU) in Non Pump Station Zone	\$638.86	\$547.85	\$575.24	\$604.00	\$634.20	\$665.92
No. of Single.Res Units in Non Pump Station Zone	11,937	11,937	11,937	11,937	11,937	11,937
No. of Single.Res Units in Pump Station Zone	5,128	5,128	5,128	5,128	5,128	5,128
No. of Mult.Residential Units in Non Pump Station Zone	3342	3,342	3,342	3,342	3,342	3,342
No. of Mult.Residential Units in Pump Station Zone	664	664	664	664	664	664
No. of ADUs in Non Pump Station Zone	148	148	148	148	148	148
No. of ADUs in Pump Station Zone	126	126	126	126	126	126
Residential Service Charges	\$13,636,467	\$13,920,159	\$14,616,167	\$15,346,975	\$16,114,324	\$16,920,040
Commercial	\$4,727,884	\$4,964,277.68	\$5,212,491.56	\$5,473,116.14	\$5,746,771.94	\$6,034,110.54
Handbilling	\$400,983	\$421,031.63	\$442,083.21	\$464,187.37	\$487,396.73	\$511,766.57
Service Charges Subtotal	\$18,765,333	\$19,305,468	\$20,270,741	\$21,284,278	\$22,348,492	\$23,465,917
(1% Collection Fee)	(\$183,644)	(\$188,844)	(\$198,287)	(\$208,201)	(\$218,611)	(\$229,542)
Total Service Charges	\$18,581,689.20	\$19,116,624	\$20,072,455	\$21,076,077	\$22,129,881	\$23,236,375
Interest Income	\$152,153	\$73,500	\$47,852	\$27,422	\$11,856	\$15,075
Other Revenue	\$3,504,031	\$1,435,857	\$1,512,910	\$1,599,913	\$1,672,534	\$1,729,581
Total Yearly Revenue	\$22,237,873	\$20,625,981	\$21,633,217	\$22,703,412	\$23,814,271	\$24,981,031
Treatment Plant CIP Allocation	\$2,707,387	\$8,430,221	\$6,754,419	\$7,555,367	\$6,672,778	\$1,872,996
Loan Payments	\$1,200,542	\$1,200,542	\$1,197,188	\$1,202,625	\$1,197,375	\$1,199,563
Net Cash required for TP CIP	\$3,907,929	\$9,630,763	\$7,951,607	\$8,757,992	\$7,870,153	\$3,072,559
Treatment Plant O&M	\$6,426,141	\$6,789,100	\$7,128,555	\$7,484,983	\$7,859,232	\$8,252,193
Joint Use (CSJ/SC Payments)	\$3,051,389	\$445,581	\$93,300	\$93,300	\$46,536	\$46,536
CuSD 5 Year CIP	\$230,781	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
CuSD O&M	\$8,389,779	\$8,809,268	\$9,249,731	\$9,712,218	\$10,197,828	\$10,707,720
Total Yearly Expense	\$22,006,019	\$26,174,712	\$24,923,193	\$26,548,492	\$26,473,749	\$22,579,008
Revenue/Expense Diff.	\$231,854	(\$5,548,731)	(\$3,289,975)	(\$3,845,080)	(\$2,659,478)	\$2,402,023
Cash on Hand	-	\$20,144,864	\$14,596,133	\$11,306,157	\$7,461,077	\$4,801,599
COH at End of FY	\$20,144,864	\$14,596,133	\$11,306,157	\$7,461,077	\$4,801,599	\$7,203,622



CASH FLOW STUDY



RATE INCREASE NEEDED TO...

- Pay City of San Jose for the treatment plant capital improvement projects on worst case assumption – CASH BASIS
- Make effort to complete CuSD capital project program per adopted 10-year CIP.
- In addition to rate increase:
 - Defer portion of District CIP to balance cash flows

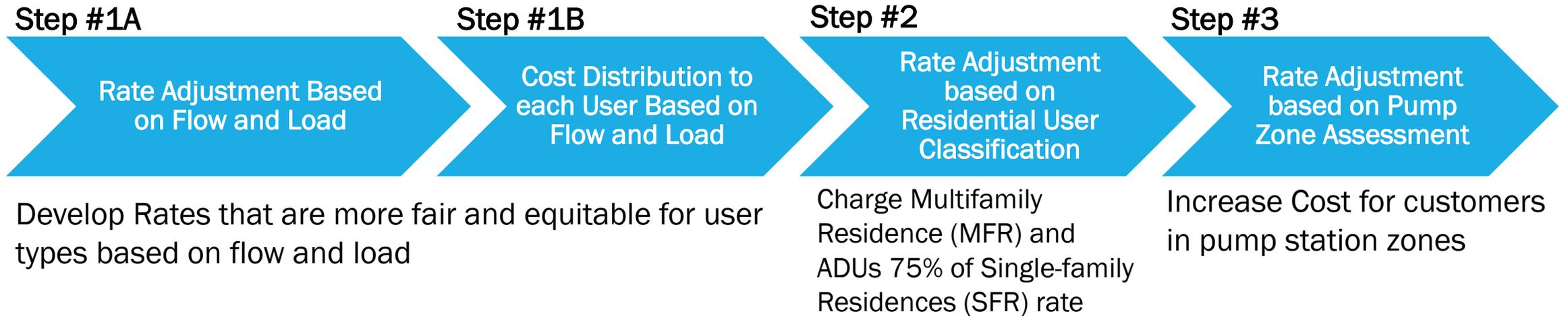


RATE STUDY METHODOLOGY BASED ON FY 2020-21



RATE STUDY METHODOLOGY

Rates proportional to customers flow and load, and cost of service



Final Base Rates include Rates from Rate Study Methodology and Rates after 5% rate increase for all users



RATE STUDY METHODOLOGY STEP 1A: RATE ADJUSTMENT BASED ON USERS FLOW AND LOAD CHARACTERISTICS

	Number of Sewer EDUs / Accounts	Annual Flow Volume	Working Days Per Year	Flow Data				Concentration			Load					
				Projected Flow Rate		Projected Flow Rate Per User Type	Projected Flow Rate Compared to Total	BOD	SS	NH3	BOD	SS	NH3	BOD	SS	NH3
				mgd	gpd per unit											
Count	HCF	Days	mgd	gpd per unit	%	%	mg/L									
Residential																
Single Family	17,065	1,618,228	365	3.316260	194	84.2%	60.4%	250	250	35	6,914.40	6,914.40	968.02	46.6%	59.9%	71.9%
Multi Family	4,006	284,909	365	0.583868	146	14.8%	10.6%	250	250	35	1,217.36	1,217.36	170.43	8.2%	10.5%	12.7%
Accessory Dwelling Unit	274	19,487	365	0.039935	146	1.0%	0.7%	250	250	35	83.26	83.26	11.66	0.6%	0.7%	0.9%
Total Residential	21,345	1,922,624		3.940062	486	100.0%	71.7%	750	750	105	8,215.03	8,215.03	1,150.10	55.4%	71.1%	85.4%
Commercial/Industrial																
Retail Professional Office	1,085	351,978	330	0.797818	735	56.4%	13.1%	130	80	11	864.99	532.30	73.19	5.8%	4.6%	5.4%
Domestic Laundry	4	1,474	360	0.003063	766	0.2%	0.1%	150	110	5	3.83	2.81	0.13	0.0%	0.0%	0.0%
Restaurant	236	227,170	360	0.472008	2,000	36.4%	8.5%	1,250	560	10	4,920.68	2,204.47	39.37	33.2%	19.1%	2.9%
Repair Shops and Service Station	25	4,965	360	0.010315	413	0.8%	0.2%	180	280	0	15.49	24.09	0.00	0.1%	0.2%	0.0%
Hotel/Motel with Food Service	5	17,171	365	0.035188	7,038	2.8%	0.6%	500	600	35	146.73	176.08	10.27	1.0%	1.5%	0.8%
Hotel/Motel	5	17,600	365	0.036067	7,213	2.8%	0.7%	310	121	7	93.25	36.40	2.11	0.6%	0.3%	0.2%
Printing Plant	2	319	273	0.000873	437	0.1%	0.0%	250	500	0	1.82	3.64	0.00	0.0%	0.0%	0.0%
Car Wash	17	3,429	330	0.007773	457	0.5%	0.1%	20	150	0	1.30	9.72	0.00	0.0%	0.1%	0.0%
Machinery Manufacturing	1	62	261	0.000179	179	0.0%	0.0%	290	550	0	0.43	0.82	0.00	0.0%	0.0%	0.0%
Total Commercial/Industrial	1,380	624,168		1.363285	19,238	100.0%	23.3%	3,080	2,951	68	6,048.53	2,990.33	125.06	40.8%	25.9%	9.3%
Institutional																
School	3	2,500	300	0.006235	2,078	1.9%	0.1%	130	100	30	6.76	5.20	1.56	0.0%	0.0%	0.1%
Hand Billing School	29	43,239	300	0.107809	3,718	32.3%	1.6%	130	100	30	116.89	89.91	26.97	0.8%	0.8%	2.0%
Hand Billing Retail	64	54,192	330	0.122835	1,919	40.5%	2.0%	130	100	30	133.18	102.44	30.73	0.9%	0.9%	2.3%
Convalescent Home	7	18,973	365	0.038882	5,555	14.2%	0.7%	230	85	15	74.58	27.56	4.86	0.5%	0.2%	0.4%
Multiple Occupancy Units	8	14,976	365	0.030692	3,836	11.2%	0.6%	950	467	28	243.17	119.54	7.04	1.6%	1.0%	0.5%
Total Institutional	111	133,881		0.306453	17,106	100.0%	5.0%	1,570	852	133	574.58	344.66	71.17	3.9%	3.0%	5.3%
Total	22,836	2,680,673		5.609800	36,830	100.0%		5,400	4,553	306	14,838	11,550	1,346	100.0%	100.0%	100.0%

Flow and Loadings from District CUSD Revenue Program for FY 2020-21



STEP 1B: COST DISTRIBUTION TO EACH USER TYPE BASED ON FLOW AND LOAD

				Cost Distribution				Cost Allocation	
	Number of Sewer EDUs / Accounts	Annual Flow Volume	Working Days Per Year	Flow	BOD	SS	NH3	Cost for FY 2020-21 based on Cash Requirement	Unit Rate based on Cost Allocation
	Count	HCF	Days	\$	\$	\$	\$	\$	\$
Residential									\$/Year
Single Family	17,065	1,618,228	365	\$5,953,393	\$1,602,465	\$1,656,537	\$1,939,339	\$11,151,734	\$653.49
Multi Family	4,006	284,909	365	\$1,048,167	\$282,133	\$291,653	\$341,444	\$1,963,398	\$490.11
Accessory Dwelling Unit	274	19,487	365	\$71,692	\$19,297	\$19,948	\$23,354	\$134,291	\$490.11
Total Residential	21,345	1,922,624		\$7,073,252	\$1,903,895	\$1,968,139	\$2,304,137	\$13,249,424	
Commercial/Industrial									\$/HCF
Retail Professional Office	1,085	351,978	330	\$1,294,914	\$200,469	\$127,528	\$146,634	\$1,769,544	\$5.03
Domestic Laundry	4	1,474	360	\$5,423	\$888	\$673	\$256	\$7,240	\$4.91
Restaurant	236	227,170	360	\$835,747	\$1,140,406	\$528,141	\$78,865	\$2,583,159	\$11.37
Repair Shops and Service Station	25	4,965	360	\$18,264	\$3,589	\$5,771	\$0	\$27,624	\$5.56
Hotel/Motel with Food Service	5	17,171	365	\$63,170	\$34,007	\$42,185	\$20,578	\$159,941	\$9.31
Hotel/Motel	5	17,600	365	\$64,748	\$21,611	\$8,720	\$4,218	\$99,297	\$5.64
Printing Plant	2	319	273	\$1,173	\$422	\$873	\$0	\$2,467	\$7.74
Car Wash	17	3,429	330	\$12,616	\$300	\$2,330	\$0	\$15,247	\$4.45
Machinery Manufacturing	1	62	261	\$230	\$100	\$197	\$0	\$527	\$8.43
Total Commercial/Industrial	1,380	624,168		\$2,296,286	\$1,401,792	\$716,418	\$250,551	\$4,665,047	
Institutional									\$/HCF
School	3	2,500	300	\$9,199	\$1,567	\$1,246	\$3,125	\$15,136	\$6.05
Hand Billing School	29	43,239	300	\$159,074	\$27,089	\$21,541	\$54,040	\$261,745	\$6.05
Hand Billing Retail	64	54,192	330	\$199,370	\$30,865	\$24,543	\$61,572	\$316,351	\$5.84
Convalescent Home	7	18,973	365	\$69,802	\$17,285	\$6,604	\$9,745	\$103,435	\$5.45
Multiple Occupancy Units	8	14,976	365	\$55,098	\$56,356	\$28,638	\$14,102	\$154,195	\$10.30
Total Institutional	111	133,881		\$492,543	\$133,163	\$82,572	\$142,584	\$850,862	
Total	22,836	2,680,673		\$9,862,082	\$3,438,850	\$2,767,129	\$2,697,273	\$18,765,333	

Flow and Loadings from District CUSD Revenue Program for FY 2020-21



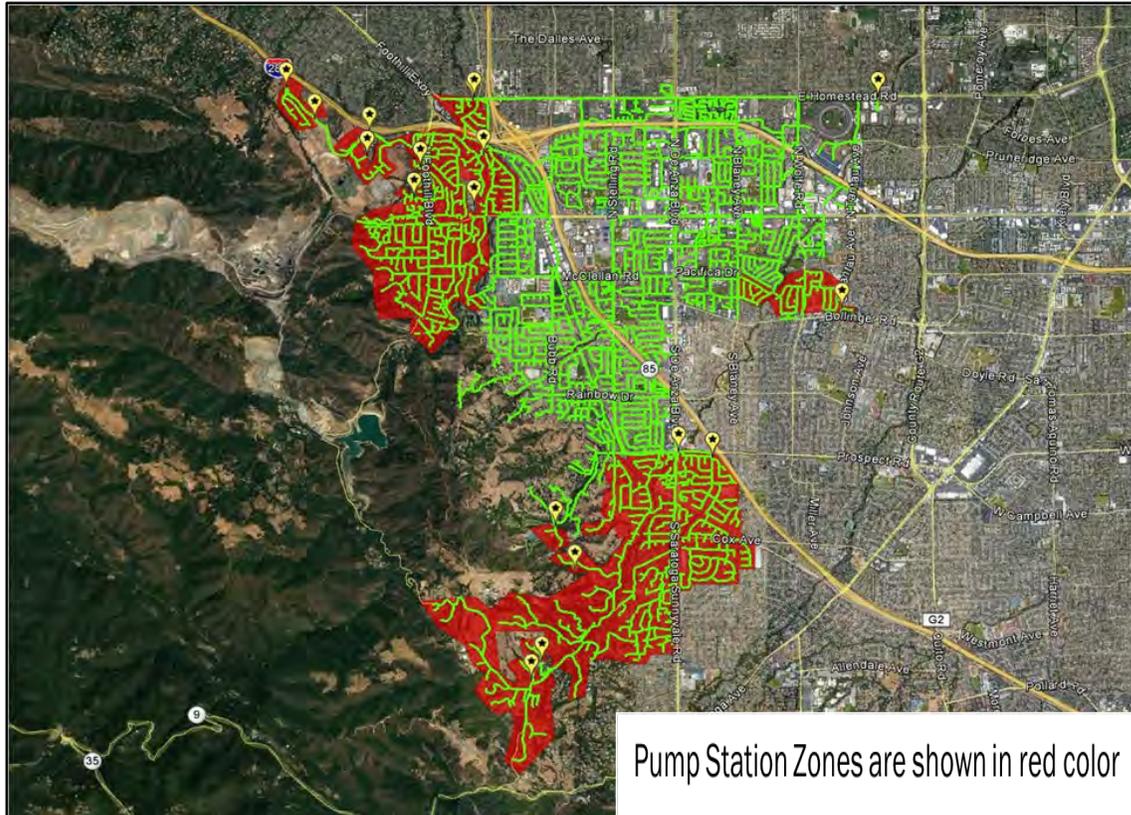
RATE STUDY METHODOLOGY STEP 2: RATE ADJUSTMENT BASED ON RESIDENTIAL USER CLASSIFICATION

	Number of Sewer EDUs / Accounts	Annual Flow Volume	Working Days Per Year	Unit Rate based on Cost Allocation
	Count	HCF	Days	\$
Residential				\$/Year
Single Family	17,065	1,618,228	365	\$653.49
Multi Family	4,006	284,909	365	\$490.11
Accessory Dwelling Unit	274	19,487	365	\$490.11
Total Residential	21,345	1,922,624		
Commercial/Industrial				\$/HCF
Retail Professional Office	1,085	351,978	330	\$5.03
Domestic Laundry	4	1,474	360	\$4.91
Restaurant	236	227,170	360	\$11.37
Repair Shops and Service Station	25	4,965	360	\$5.56
Hotel/Motel with Food Service	5	17,171	365	\$9.31
Hotel/Motel	5	17,600	365	\$5.64
Printing Plant	2	319	273	\$7.74
Car Wash	17	3,429	330	\$4.45
Machinery Manufacturing	1	62	261	\$8.43
Total Commercial/Industrial	1,380	624,168		
Institutional				\$/HCF
School	3	2,500	300	\$6.05
Hand Billing School	29	43,239	300	\$6.05
Hand Billing Retail	64	54,192	330	\$5.84
Convalescent Home	7	18,973	365	\$5.45
Multiple Occupancy Units	8	14,976	365	\$10.30
Total Institutional	111	133,881		
Total	22,836	2,680,673		

Charge Multifamily Residence and ADUs 75% of Single-Family Rate based on Flow and Load Calculations



RATE STUDY METHODOLOGY STEP 3: RATE ADJUSTMENT FOR USERS IN PUMP STATION ZONES



	Number of Sewer EDUs / Accounts	Annual Flow Volume	Working Days Per Year	Unit Rate based on Cost Allocation
	Count	HCF	Days	\$
Residential				\$/Year
Single Family	17,065	1,618,228	365	\$653.49
Multi Family	4,006	284,909	365	\$490.11
Accessory Dwelling Unit	274	19,487	365	\$490.11
Total Residential	21,345	1,922,624		
Commercial/Industrial				\$/HCF
Retail Professional Office	1,085	351,978	330	\$5.03
Domestic Laundry	4	1,474	360	\$4.91
Restaurant	236	227,170	360	\$11.37
Repair Shops and Service Station	25	4,965	360	\$5.56
Hotel/Motel with Food Service	5	17,171	365	\$9.31
Hotel/Motel	5	17,600	365	\$5.64
Printing Plant	2	319	273	\$7.74
Car Wash	17	3,429	330	\$4.45
Machinery Manufacturing	1	62	261	\$8.43
Total Commercial/Industrial	1,380	624,168		
Institutional				\$/HCF
School	3	2,500	300	\$6.05
Hand Billing School	29	43,239	300	\$6.05
Hand Billing Retail	64	54,192	330	\$5.84
Convalescent Home	7	18,973	365	\$5.45
Multiple Occupancy Units	8	14,976	365	\$10.30
Total Institutional	111	133,881		
Total	22,836	2,680,673		

Pump Station Zone Users
 28% of residential users
 4% of Commercial/industrial
 20% of institutional

Flow and Loadings from District CUSD Revenue Program for FY 2020-21



PUMP STATION ZONE COST DISTRIBUTION

			Pump Station Zone Distribution		Revenue Distribution Based on Fiscal Year 2020-21 Requirement			Pump Station Zone Additional Cost	Base Cost without Pump Station Zone Cost
	Number of Sewer EDUs / Accounts	Annual Flow Volume	In Pump Station Zone	NOT In Pump Station Zone	Total Revenue Required	Revenue Expected from Pump Station Zone	Revenue Expected from NON Pump Station Zone		
	Count	HCF			\$	\$	\$	\$	
Residential									
Single Family	17,065	1,618,228	5,128	11,937	\$11,151,734	\$3,351,075	\$7,800,659	\$339,681	\$10,812,053
Multi Family	4,006	284,909	664	3,342	\$1,963,398	\$325,436	\$1,637,962	\$32,988	\$1,930,410
Accessory Dwelling Unit	274	19,487	126	148	\$134,291	\$61,754	\$72,537	\$6,260	\$128,032
Total Residential	21,345	1,922,624	5,918	15,427	\$13,249,424	\$3,738,265	\$9,511,158	\$378,929	\$12,870,495
Commercial/Industrial									
Retail Professional Office	1,085	351,978	14,578	337,400	\$1,769,544	\$73,290	\$1,696,255	\$7,429	\$1,762,115
Domestic Laundry	4	1,474	332	1,142	\$7,240	\$1,631	\$5,610	\$165	\$7,075
Restaurant	236	227,170	5,940	221,230	\$2,583,159	\$67,544	\$2,515,615	\$6,847	\$2,576,313
Repair Shops and Service Station	25	4,965	716	4,249	\$27,624	\$3,984	\$23,640	\$404	\$27,220
Hotel/Motel with Food Service	5	17,171	0	17,171	\$159,941	\$0	\$159,941	\$0	\$159,941
Hotel/Motel	5	17,600	0	17,600	\$99,297	\$0	\$99,297	\$0	\$99,297
Printing Plant	2	319	0	319	\$2,467	\$0	\$2,467	\$0	\$2,467
Car Wash	17	3,429	0	3,429	\$15,247	\$0	\$15,247	\$0	\$15,247
Machinery Manufacturing	1	62	0	62	\$527	\$0	\$527	\$0	\$527
Total Commercial/Industrial	1,380	624,168	21,566	602,602	\$4,665,047	\$146,449	\$4,518,598	\$14,845	\$4,650,202
Institutional									
School	3	2,500	512	1,988	\$15,136	\$3,099	\$12,037	\$314	\$14,822
Hand Billing School	29	43,239	0	43,239	\$261,745	\$0	\$261,745	\$0	\$261,745
Hand Billing Retail	64	54,192	0	54,192	\$316,351	\$0	\$316,351	\$0	\$316,351
Convalescent Home	7	18,973	11,607	7,366	\$103,435	\$63,277	\$40,158	\$6,414	\$97,021
Multiple Occupancy Units	8	14,976	14,969	7	\$154,195	\$154,118	\$77	\$15,622	\$138,573
Total Institutional	111	133,881	27,088	106,793	\$850,862	\$220,494	\$630,368	\$22,350	\$828,512
Total Non-Residential	22,836	2,680,673	54,572	724,822	\$18,765,333	\$4,105,208	\$14,660,125	\$416,124	\$18,349,209

It costs the District an additional **\$416,124** annually to serve the sanitary sewer customers in the pump station zones. This cost includes the labor cost of \$340,584, Electrical cost of \$56,098, SCADA cost of \$9,000 and Chemical cost of \$10,442.



FINAL BASE RATES FROM RATE STUDY METHODOLOGY AND RATES AFTER 5% RATE INCREASE FOR USERS

	Based on 2020-21 Tax Roll			Based on 2020-21 Taxroll with 0% Rate Increase		Based on 2020-21 Taxroll with 5% Rate Increase	
	Number of Sewer EDUs / Account Count	Annual Flow Volume HCF	Current Adopted Rates: FY 2020 - 2021 \$	Revised Rates - NON Pump Station Zones \$	Revised Rates - Pump Station Zones \$	Revised Rates - NON Pump Station Zones \$	Revised Rates - Pump Station Zones \$
Residential							
Single Family	17,065	-	\$ 638.86	\$ 633.58	\$ 699.82	\$ 666.25	\$ 732.50
Multi Family	4,006	-	\$ 638.86	\$ 481.88	\$ 531.56	\$ 506.39	\$ 556.07
Accessory Dwelling Unit	274	-	\$ 638.86	\$ 467.27	\$ 516.95	\$ 491.77	\$ 541.45
Total Residential	21,345	-					
Commercial/Industrial							
Retail Professional Office	1,085	351,978	\$ 4.80	\$ 5.01	\$ 5.52	\$ 5.26	\$ 5.77
Domestic Laundry	4	1,474	\$ 4.69	\$ 4.80	\$ 5.30	\$ 5.05	\$ 5.54
Restaurant	236	227,170	\$ 10.90	\$ 11.34	\$ 12.49	\$ 11.91	\$ 13.06
Repair Shops and Service Station	25	4,965	\$ 5.23	\$ 5.48	\$ 6.05	\$ 5.76	\$ 6.33
Hotel/Motel with Food Service	5	17,171	\$ 8.94	\$ 9.31	\$ 9.31	\$ 9.78	\$ 9.78
Hotel/Motel	5	17,600	\$ 5.34	\$ 5.64	\$ 5.64	\$ 5.92	\$ 5.92
Printing Plant	2	319	\$ 9.02	\$ 7.74	\$ 7.74	\$ 8.13	\$ 8.13
Car Wash	17	3,429	\$ 4.36	\$ 4.45	\$ 4.45	\$ 4.67	\$ 4.67
Machinery Manufacturing	1	62	\$ 7.67	\$ 8.43	\$ 8.43	\$ 8.86	\$ 8.86
Total Commercial/Industrial	1,380	624,168					
Institutional							
School	3	2,500	\$ 6.79	\$ 5.93	\$ 6.54	\$ 6.23	\$ 6.84
Hand Billing School	29	43,239	\$ 6.79	\$ 6.05	\$ 6.05	\$ 6.36	\$ 6.36
Hand Billing Retail	64	54,192	\$ 4.80	\$ 5.84	\$ 5.84	\$ 6.13	\$ 6.13
Convalescent Home	7	18,973	\$ 5.04	\$ 5.11	\$ 5.67	\$ 5.39	\$ 5.94
Multiple Occupancy Units	8	14,976	\$ 10.08	\$ 9.25	\$ 10.30	\$ 9.77	\$ 10.81
Total Institutional	111	133,881					
Total Non-Residential	1,491	758,049					

